11 January 1974

The DCI's Coordination Mechanisms

Proposal

Preparation of network models to <u>clarify and inter-relate in time sequence</u> the DCI's various mechanisms for achieving improved coordination of <u>all</u> policy and supervisory elements of the intelligence community in support of presidential goals.

Purposes

1. To provide <u>continuing illustration</u> of the complex activities of <u>all</u> coordination "paths" and procedures available to the DCI.

2. To <u>relate all</u> current and proposed IC Staff projects and activities to appropriate DCI coordination "paths" (to anticipate their impact/results in specific functional areas).

3. To illustrate how use of the present or proposed DCI coordination "paths" and related IC Staff, NIO, USIB, NSCIC/IRAC working groups, and R&D Council projects and activities will help achieve presidential objectives.

Expected Values

1. To provide the DCI and the D/DCI/IC current and <u>constantly updated "pictures"</u> of the <u>actual "workings"</u> of the various DCI coordination "tools."

2. To illustrate for the DCI <u>what is actually occurring</u> (being achieved) as the result of the <u>simultaneous activities</u> of the IC Staff, the NIOs, the NSCIC and IRAC working groups, R&D Council, the USIB and its committees.

3. To provide <u>indications</u> of future developments resulting from adjusting the DCI's available coordination "tools."

Methods

1. Immediate assignment of <u>one</u> project officer (no staff needed except intermittent typing and graphics support.)
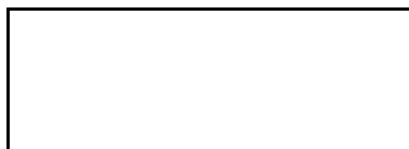
2. Memo to project officer from D/DCI/IC (a) authorizing him to review all IC Staff completed and on-going projects/ activities and (b) encouraging support from NIOs, USIB and its committees, NSCIC and IRAC working groups, PFIAB, NSC Staff, DIA, CIA NSA, State (INR), etc. (draft attached).

3. Development of "BAREBONES" network models of DCI's basic coordination "paths."

4. Project officer conducts continuing coordination (informal) with above activities to develop "real world" appreciation of how things actually occur throughout Intelligence Community Staff and related activities.

5. Draft network models and accompanying brief "pert-type" and prose descriptions are informally coordinated by project officer to get community-wide and IC Staff agreement, then presented to PD/DCI/IC, AD/DCI/IC and D/DCI/IC for approval, before presentation to and use by DCI.

STA

Attachments:
    Initial Models
    Draft Memo
    Definitions

Initial Models

a. Formal (authorized) Coordination System
To illustrate (in set of models)-

 (1) DCI's basic coordination "paths" for
    requirements satisfaction
    resources allocations
    crisis coordination
    policy input to NSC(?)

 (2) Present paths as of 11 January 1974.

 (3) Apparent improvements of present system over
    structure prior to 1 July 1973.

b. Resources Allocation Coordination System
To illustrate (in set of models)-

 (1) How NIO/JCS estimating function occurs to
    precede and support planning.

 (2) How IRAC, JCS and IC Staff planning occurs for
    future resource proposals.

 (3) How IC Staff monitors/participates in DOD,
    CIA, and State program development.

 (4) Timing and players when programs are translated
    into budget proposals.

 (5) Future "action times" when timely DCI/IC Staff
    involvement will help achieve desired results.

c. National Requirements Coordination System
To illustrate (in set of models)-

 (1) Relationship between Key Intelligence Questions
    (KIQ) and DCID 1/2 priorities.

 (2) Flow of requirements from users to producers
    to collectors.

 (3) User evaluation procedures

 (4) KIQ regeneration systems

 (5) Flow of national intelligence products

d. <u>DCI's Crisis Coordination System</u>
<u>To illustrate (in set of models)</u>-

    (1) DCI's role in NSC structure.

    (2) DCI's position within "intelligence warning" community.

    (3) DCI's position in national command authorities' crisis structure.

    (4) How system operated in last crises.

e. <u>DCI's Support of Presidential Objectives</u>
<u>To illustrate (in set of models)</u>-

    (1) IC Staff projects relating to each objective.

    (2) Timing of "payoff" of projects to help achieve objectives.

    ✓ (3) Apparent gaps in work-in-progress to achieve objectives in timely manner.

See my memo on other subjects